

3 1761 117262329



Chief Statistician Peter Kirkham.

Do you ever wish you could spend all your working hours using only your best skills on a wide variety of projects?

Traditionally, Statistics Canada's structure has been based on groupings by subject matter, and it is only recently that the bureau has begun subdividing the groups into functional "operations", "content and analysis" and "control" subgroups.

When Peter Kirkham first presented the new management concept to senior officers of the bureau in July of 1976, he outlined the information industry that is developing in Canada, and the role Statistics Canada will probably fill in that industry during the mid-1980s. He explained how the bureau must change to prepare for that role, and he stressed that the change would be an evolution "rather than a sudden reorganization" to avoid disruption of day-to-day output, and to give staff ample time to adapt to the new system.

Adapting is no small matter. The increased specialization requires that individuals work together in a different way — all work tends to be organized as on a project team, with success

depending more and more on "horizontal" communications among employees of widely differing expertise, and less and less on the traditional lines of "vertical" authority. Even fundamental management dogma such as "one employee, one boss" must be set aside.

Statistics Canada is not the only organization currently going through this kind of change. There is a strong trend in industry toward "matrix management" which has been described as "a technique to get maximum use of highly technical, specialized and skilled resources on projects that do not always require such manpower full-time."

In an article called "The Move to Matrix Management" Steven Ludwig, associate editor of *International Management* notes, "Today, one observes that vertical reporting lines are criss-crossing with solid, horizontal lines on the organization chart. This means that managers have to share with others control over their employees."

Professor John F. Mee reports in *Business Horizons* that matrix management has evolved "in the flow of aerospace technology" to create a flexible and adaptable system of resources and techniques to accomplish a series of project goals.

What is evolving in the bureau is really a form of matrix management. Informally, it developed in the flow of day-to-day problem-solving in the international travel section (see accompanying article). Formally, it was launched on a bureau-wide basis in the Chief Statistician's presentation to directors

and other executives in mid-1976. This was followed by two years of broadening the concepts and preparing for their implications, so that, starting in October of 1978, a series of 23 two-day workshops for bureau management could be held to explain the basic principles

and investigate how they can be applied within Statistics Canada.

"The evolution has just begun," says Peter Kirkham. "Many new lines of communication and responsibility will have to be defined, tried, and perhaps re-defined. Over the next

few years, hundreds of Statistics Canada employees will face the challenge of thinking about their jobs in new ways, helping to fit their best skills into new systems, and revising their career development plans to fit a different future — one with

(Continued on page 2)

Management Style Changing

Bureau's New Management System First Began Evolving in the ITS Section

When Chief Statistician Peter Kirkham announced the new management system that will carry Statistics Canada into the mid-1980s, he knew that system would work. It was already evolving in the International travel section of the financial flows and multinational enterprises division.

The evolution began in the early 1970s, and progressed one step at a time in solving day-to-day problems.

As section chief Mike Valiquette explains, "Our em-

ployees used to be divided into two groups according to the source of the information they worked with. One of these groups handled basic figures, mostly from customs, on every person who crossed Canadian borders; the other worked with sample surveys, handed to travellers by customs or immigration personnel, fleshing out details about their trips.

Employees were locked into these groups so inflexibly that it was almost impossible to use them efficiently to handle fluctuating work loads — our September volume is always about double our January volume.

The specialization we had was working against us because it was specialization by source of information rather than by employee strengths. It forced good employees to spend far too much of their time trying to use their weakest skills effectively. It also caused duplication of effort, especially in the area of liaison with the people who collect our data. Even our final products suffered because data capture and liaison problems tended to crowd analysis right out of the work-schedules, and the little analysis that got done was usually specific to one area of work rather than to overall developments in international travel.

"As we coped with these problems," Mike continues, "the automation of the section was evolving — we began using a mini-computer in 1974. We found ourselves creating jobs that cut across the old group boundaries. The liaison function gravitated toward what is now an operations area, bringing together all technical support and clerical staff responsible for the daily routine of statistical production. Similarly, as the production of publications became more automated, this task slid easily into the operations area. Analysts began concentrating on methodology and on improving estimating and editing, and commenting on our final products. The section manager could then concentrate on control and co-ordination rather than being deeply involved in subject matter topics."

It would be impossible to separate the benefits of the new functional specialization from those of improved automation in the international travel section because the two kinds of change took place at the same time. Creation of the operations group led to standardization of data capture and processing job descriptions, and made all support staff in this area available for work from any of the section's sources. The present computer system produces such fast and accurate production figures that the need to move staff from one project to another is forecast and verified daily, weekly and monthly.

With flexibility improved both ways, the section has been able to cope with an increase of

(Continued on page 3)



Chief of international travel section Mike Valiquette (standing) reviews a report with operations head Vivian McCabe and research development and analysis head Paul Paradis.

Be an Early Bird in the 1979 United Way Campaign

The sooner we contribute, the more chances we have to win in the *We Win Together* draw.

Three grand prizes will be drawn at the end of the campaign — trips for two to anywhere in Canada, flights to Vancouver by CP Air and to any VIA Rail destination in the country. Starting September 24, weekly draws will be held for tickets to theatres, National Arts Centre performances and Ottawa Rough Riders games. Local restaurants are donating dinners for the canvassers who turn in winning coupons.

Your pledge card will contain eight draw coupons, and your name will be entered (along with that of your canvasser) on up to six of these, depending on the size of your donation. You get an additional coupon if you use the payroll deduction plan, and another "Early Bird Bonus" coupon for submitting your pledge in the first week of the campaign — that is, between September 17 and 21. Your coupons stay in the draw barrel, even if you win a weekly prize, until all the draws have been made.

Sponsors of our 1979 cam-

paign are convinced that the draw is an appropriate addition to the PS United Way tradition. They point out that the campaign objective is to encourage each of us to contribute as much as we can afford, so any

extra incentive the draw can add will help. They feel that giving should be fun, and most of us enjoy draws. They also recognize that volunteer workers need help in getting their work done as quickly and

efficiently as possible, so the draws are designed to encourage us to seek out our canvassers and get our pledges in early, minimizing time-consuming follow-up procedures.

(Continued on page 2)



Campaign co-ordinator Moe Tremblay (centre foreground) with some of his aids — (left to right) back row: field manager Gord Flynn, acting field manager Ron Norris, treasurer Ron Cousineau, field manager Al Lebeau and field manager Lou Scott. Middle row: deputy co-ordinator Marlene Levine, field manager Mel Long, field manager Nancy Sukey, training officer Jean Auclair and target officer Dick Johnson. Front row: field manager Pauline Goss, Moe Tremblay and field manager Madhu Joshi.



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Editor, Bill Pearce,
3rd floor, section C,
R.H. Coats building,
Tunney's Paster,
Ottawa K1A 0T6
Tel. 613-993-7444

The United Way provides the only opportunity most of us get to help a large number of our neighbours.

Year by year, as we watch their needs grow, both in size and complexity, we realize the true value of an organization that makes so much help possible with such small amounts from each of our pay cheques.

Let us all increase the help we give through the 1979 United Way campaign.

Peter Mix, President,
Local 503, ESSA
Peter Sloan, PIPPS
Lou Trevathan, President,
Local 70059, PSAC

Your "Sales Add Value" (August 1979) story will, I'm sure, be very informative for a majority of Statistics Canada employees, backed up by it being the example of a 10,000-printing of a promotional sheet resulting in so many extra sales of *Recreational Activities*.

Your readers might also be interested to know that each week 10,000 copies and more of the English-language *Informa* take news of bureau publications to the general public, adding substantially to sales.

There is no hard sell in this weekly marketing publication. A judicious blending of summaries of the "key economic indicator series" creates the demand for further details, necessitating the purchase of the specific publication concerned.

Incidentally, some two or three issues back, Scan said there was some difficulty getting feedback from the public on the value of Statistics Canada publications. Considerable feedback — of a very favorable nature — was obtained a year

ago through a survey of *Informa* readers, analyzed by User Advisory Services' market research unit.

Brian Huggins,
Editor (English), *Informa*

Perhaps through Scan I can express my gratitude to all the good people at Statistics Canada for their generous toward our work in the Dominican Republic.

I was touched by so much interest and enthusiasm!

On behalf of the little girl who you have helped to learn to walk, and her family, thank you.

Joan Tinkess
Order of the Grey Nuns
Dominican Republic

Editor's note: And thanks to Alice Spott of prices division for organizing the collection.



Vic O'Brien (left) of the St. John's regional office receives a long service award from field division director Joe Konzuk. Vic joined the St. John's office a few weeks after it opened, and began counting "everything from sawmills to moonshine stills, just five months after Canada joined Newfoundland in 1949".

United Way

(continued)
dures. Previous United Way campaigns have shown that

most of us find it easier to give as much as we can afford through payroll deductions than through lump-sum donations, so the *We Win Together* drives encourage us to use that system.

With the draw and the tongue-in-cheek *PS Olympics* on September 17, the 1979 United Way campaign might well be the most enjoyable yet. But it is all to fill very serious needs in our community. We will each receive a breakdown of how last year's \$3.7 million was spent. It deserves a few moments of serious consideration.

Statistics Canada's 1979 target is to have 65% of all our employees donate an average of \$37.38 each. Thousands of people in our community are counting on us to meet and pass that target. This year's campaign slogan sums it up: "HELP YOUR NEIGHBOUR".

MARKETING SERVICES
FIELD MANAGER
Al Lebeau 5-9960
TEAM CAPTAINS
Jack Hughes 3-7444
Gilles Larocque 2-1585
Joe-Anne Chenier 5-7406
Nancy Park 5-9034

POLICY PLANNING & EVALUATION
FIELD MANAGER & TEAM CAPTAIN
Madhu Joshi 5-1101

SYSTEMS & DATA PROCESSING
FIELD MANAGER
Pauline Goss 3-5334
Lou Scott 5-9960
TEAM CAPTAINS (D.P.D.)
Mike Longre 3-6030
Lois Leblanc 3-6435
Charles Brint 3-5197
Lisa Amore 3-5990
TEAM CAPTAINS (S.D.)
Walter Cholewicki 5-9960
Richard Ethier 5-9960
John Corbin 5-9960

Statistics Canada's 1979 United Way Field Managers and Team Captains

CENSUS & HOUSEHOLD SURVEYS
FIELD MANAGER
Ross Bradley 5-4588
TEAM CAPTAINS
Ron Norris 5-9317
John Tuma 5-5175
Ed Chaudh 5-8298
Mary Dean 5-4398
Marie Deslaure 5-5271
Pierre Hubert 5-6682
Rita Killen 5-9381
Diane Levesque 5-9404
Scott Murray 5-6717

CORPORATE MANAGEMENT
FIELD MANAGER
Ray Villancourt 6-0751
TEAM CAPTAINS
Pat Smith 3-7585
Brian Carpenter 5-1420
Heather Stewart 6-0635
Monique Thibodeau 3-7659
Sam Bogé 5-2764
Gerald Lebeau 6-0751
Michel Lacasse 8-8655

ECONOMIC STATISTICS
FIELD MANAGER
Gord Flynn 5-5784
Neil Long 2-6018
TEAM CAPTAINS
R.H.M. Watt 5-5731
Elise Bolavert 6-4771
Donna Leclair 6-9271
Eather Virtue 5-9547
Gilles Berniquez 6-3311
Penny Carruthers 2-1323
Roger Ricard 2-0991
Eric van der Walt 5-8445
Don Cameron 5-6305
Bob Huard 5-9335
Judy Frederick 5-0306
Millen Ingalls 5-0579
Jeff Allen 5-0743
J.G. Baile 5-0849

scanline3-7444

Interested in practising your Spanish during lunch or coffee breaks? Call Ed Boucher at 5-0847.

The July blood donors' clinic was a big success. Of the 402 who donated, 41 had not given in the past two years, and for 54 it was the first time ever.

Plans for the 1979 Smiths Falls benefit luncheon are under way. The National Press & Allied Workers Jazz Band Inc.

Management Style

(continued)

more functional specialization, higher productivity, greater individual independence, and more opportunity for job satisfaction.

"Such changes will be planned and communicated well in advance, and will involve appropriate employee participation. Assistance or guidance will be made available to individuals as required."

"In the final analysis," the Chief Statistician explains, "the

will be back, and Alice Spott of prices division reports that donations of knitting and crocheting have started to arrive. If you would like to make something for the patients, or for a draw prize, call Alice at 5-5738.

Don't lose your Canada Savings Bonds. If you have moved since buying the current series, send a change of address note to Heather Stewart, personnel division, 5-0, R.H. Coats building.

"The challenge is great, the need is inescapable, and the rewards will be commensurate with our efforts. Success is assured, not only because the new management approach is already working in parts of the bureau, but also because the exceptional collective abilities of Statistics Canada employees guarantee success."

ding, it is the only way to prevent your bond from being mailed to your old address.

Renewing your family membership to the RA? Don't forget to return the form that you received recently.

As a ScanLine caller pointed out, if everyone who otherwise would not donate to the PS United Way pledged only \$1 per month, local charities could do more good in our community than they have ever been able to do in the past. Could any public servant really not afford the dollar?

Watch October TV listings for *Paperland*, an NFB show partly filmed at Statistics Canada.

Married

Artists Chris Dony and Ray Johnson of Information division are now Mrs. & Mr. Johnson.

Maureen Drummond
Maureen Frances Drummond passed away after a lengthy illness on July 29. During her 10 years with MAPID, Maureen became particularly well-known for her friendly, co-operative work with service divisions.



Savouring the aroma of roasting lamb are (left to right): Aline Sarrazin, Lorne Rowebottom, Lorna Rowebottom, Joel Van, Tobe Yan, Sid Wilk, Jean Spear, George Spear, Andrew Bethel, Antoine Terjanian, Hubert Sarrazin, Anoush Terjanian, James Terjanian and Tom Waugh. PhotoScan photo by Karole Piamonte.

Census of Agriculture Celebrates Pub Success

Census of Agriculture's 1976 *Census of Canada: Agriculture Graphic Presentation* was sold out three months after release.

To mark this success, content and analysis co-ordinator Antoine Terjanian invited the project teams that developed, produced and marketed the presentation to his farm for a "khorovatz votchkar" (stuffed lamb Armenian style).

As the revelers paused to let their bodies catch up to their spirits, ACS Lorne Rowebottom

pointed out how important it is to the bureau to analyze and disseminate our data effectively — providing the right information at the right time in a way that is right for the user. He also praised the geocartographics group of systems and data processing for creating the new statistical maps for *Graphic Presentation*, and to marketing services for its effective promotion campaign and user evaluation program.

"The moral of this story," says Antoine Terjanian, "is that if you develop a better publication and market it well, you too might get to eat some khorovatz votchkar".



Irmaid Guine of publications distribution displays the miche she made and donated for a draw to help the crippled, blind and deaf girl in the Dominican Republic, Micheline Clement, also of publications distribution, sold \$152 worth of draw tickets, and Gloria Reside of federal statistical activities secretariat drew the lucky ticket. Gaetan Mascotte of information division won.



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Fran Trant-Bélanger
5-C RH Coats
6-0448

recreation sports · social



PhotoScan photos
by Mark Markwick

The Golf Was Hot But Fun

Linda Stephenson and Derek Bright led a field of 303 Statistics Canada golfers with gross scores of 91 and 75 respectively at the annual tournament on July 12 and 13. **Carm MacCartney** (with 94) and **Linda Lanthier** (99) were next among the ladies, and **Henri Lacroix** edged **Greg Nezan** out of the men's second place, 78 to 79.

Over 30 prizes were present-

ed during the evening revelry, for high scores, low scores, hidden scores and draws. Unfortunately, someone used the list of winners to mop up a spilled drink (cola is a very efficient ink-remover). "It was a great tournament," says our reporter, **Mark Markwick**, "and everyone had a lot of fun. There was plenty of sunshine — never a dull moment!"

Two Hockey Teams Start

Two teams of Statistics Canada hockey players are preparing to take to the ice for practice sessions. Both will play in the RA non-contact open division, and both have openings for new players.

The **North Stars** will hold their first practice at the RA Centre on Saturday, September 22 at 8:30 p.m. If you would like to join this team, call **Rick St-Amour** (5-8201).

Les Caribous ran into their first problem late in August, as soon as they put up their posters for "top calibre hockey players." Somebody promptly changed them to read "low calibre hockey players." Now who would do a thing like that?

Les Caribous started their training sessions on September

7, but they're still recruiting. Call **Gord Fynn** (5-5764) or **Cliff Blakeney** (5-4138) for further information.

Our Volleyball Ladies Trying "A" League

After a very successful start in organized volleyball last year, our women will take on the best in the city in the "A" section of the Ottawa Valley Volleyball Association this year.

Bernard Paré will coach the team again, and veterans **Fran Bourgoin**, **Lorna Braden**, **Marian Grant**, **Michelle Martin**, **Judy Patrice** and **Ival Rice** will be helped by newcomers **Louise Forques-Savage**, **Pat MacDonald**, **Brenda Milrou** and **Marilyn Taylor**.

Want to Curl This Year?

Statistics Canada Curling Club has seven sheets of ice booked at the Curl-O-Drome at Lansdowne Park on Wednesday nights starting October 17.

"We should be able to accom-

modate every curler in the bureau who wants to curl with us," says co-ordinator **Andy Nicholls**. If you'd like to curl with the club this year, call **Andy** at 2-9225.

Softball Team Was Second

Once again, our women's softball team was runner-up in the "orange" league, and once again they were edged out of the championship by External Affairs after eliminating Consumer & Corporate Affairs in the first two games of the semifinals.

This year's team consisted of: **Lorna Braden**, **Solvey Bunch**, **Melanie Donaghue**, **Donna Flynn**, **Marian Grant**, **Linda Lanthier**, **Gisele MacKinnon**, **Helen MacKinnon**, **Judy Patrick**, **Aline Rinfrel**, **Joanne Sweeney**, **Marilyn Taylor** and

Diane Weisenberg, **Pat Fish** and **Bob Dearden** coached the team.

Fitness program



Room 1705, Statistics Canada building

Bureau's Refugee Support in Full Swing

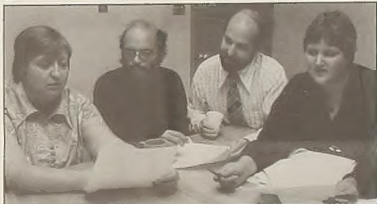
Volunteer support for the Vietnamese refugees is organized and working well within Statistics Canada.

On the financial side, the ESSA fund will have collected over \$2,500 by the time you read this, and will have dispersed over \$2,000 to sponsoring groups.

"The fund has done a lot of good already," says chairman **Bernie Granville** of input-output division, "but we need more money. We're helping two groups of sponsors now, and a third has contacted us. How much we can do depends entirely on how much is donated."

ESSA is prohibited from soliciting donations within the bureau, but everyone can support the fund — just call **Bernie** at 5-8261, or **ScanLine 3-7444**.

Nella Humble and **Guy Auger** of business statistics integration group report that much-appreciated clothing and housewares are being passed along



Assistance co-ordinators (left to right) **Nella Humble**, **Guy Auger**, **Kim Farrall** and **Heather Stewart** compare notes at coffee-break.

through the drop-boxes in each of our buildings. If you are not sure of the exact location of the box in your building, check with the commissionaires.

ScanLine 3-7444 is being used as a communications centre, and several sponsoring groups are using this facility to help them help each other.

Sponsorship is a surprising experience according to one of our groups of sponsors. The Vietnamese women in their family of eight are very impressed with stoves that can cook a whole meal at once, but either through habit or short stature, they tend not to use kitchen counters quite as much as Canadians do. While preparing a meal for her family and sponsors the mother placed a small cutting board on the floor and squatted down to slice paper-thin morsels of beef with

a very large meat cleaver.

The family surprised their sponsors with an unusual fascination for swimming. It turns out that the fascination does not centre around the swimming itself, (generally they are not particularly good swimmers) but to actually splash about in an indoor pool — something they had seen only in movies — seemed to fill a life-long ambition.

Of course, not all aspects of the culture shock can be pleasant to deal with. It was difficult to convince the family that Canadian neighbours might be irritated at the sight of Vietnamese children riding their bicycles on the streets dressed only in pajamas.

Adjustment to the economics of Canadian living can be trying for all concerned. Relative costs of food, clothing, transportation and shelter are so different in Ottawa than in Vietnam that our sponsors are finding it necessary to organize the family's shopping so that the newcomers make all their own purchases under a rigid budget.

Even such serious business can have its lighter side, though. One Statistics Canada sponsor, acting as guide on a shopping trip, was amazed when the petite Vietnamese lady he was escorting launched into spirited haggling over the price of her food purchases — successfully.



Workshops

September 27
How to take
and write minutes

October 11
Good telephone usage

October 25
Typing

November 8
Shorthand

November 29
Workshop
for managers

9 to 11 am
Classroom #1, 4th floor
R.H. Coats Bldg.

To register call 6-6942

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for information call
ScanLine 3-7444



Help the Boat People

Project 4000 needs men's, women's, children's and infants' clothing and shoes, as well as household necessities such as bedding (pillows, blankets and sheets), towels, facecloths, pots, pans, dishes and cutlery.

You can help by donating any working day in drop-boxes maintained by Statistics Canada employees. The boxes are located at the Commissionaires' desks in the Jean Talon and Statistics Canada buildings, and in the Inquiries Centre beside the Commissionaires' desk in the lobby of the R.H. Coats building.

For information call **Nella Humble** or **Guy Auger** at 5-9214.

1105can3-444

[illegible][illegible]

Le nouveau système de gestion évolue

« Les amis de la Division d'information, Chris Doss et Ray Johnson, se sont mariés dernièrement. »

« Je suis sûr que les gens ont besoin de services sociaux », dit-il. « Je suis sûr qu'ils ont besoin de services sociaux. »

[illegible]

On se rejoint du succès

Après un succès communautaire de 257 millions de francs, les ventes de la dernière édition de la publication de la Division du recensement de l'agriculture ont dépassé les 500 000 exemplaires. Les responsables de la publication ont invité les membres du personnel de la Division du recensement de l'agriculture à acheter un exemplaire de la publication.

La publication de la Division du recensement de l'agriculture est une publication de la Division du recensement de l'agriculture.

comptent sur nous.
Il nous rapatrie le devises de
trois mois avant sa partition.
Sur l'air de ces accords, Antoine
Terjman, coordinateur de
l'association, nous explique que
l'association a été créée
pour faciliter la vie des
étrangers en France.
L'association a été créée
pour faciliter la vie des
étrangers en France.

Le monde de cette histoire, l'histoire de la Division, morte la cause à l'intention des utilisateurs, d'attention extérieure officielle et un programme de promotion et un programme de diffusion de la campagne de développement et de promotion qui des responsables des services

vous en faites bien la promotion, vous aurez aussi la chance de manger du "khoro-vatz volchkar".

Rédacteur: Bill Pearce,
3e étage, section C,
Edifice R.H. Coats,
100, rue Dufferin,
Ottawa, Ontario
K1N 6K5

mensuel des employés
de Statistique Canada
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Ottawa K1A 0T6
Hunley's Pasture

quant à l'intérêt que présentent les publications de Statistique Canada. Or, nous avons recueilli de nombreux commentaires — très favorables — dans une enquête menée il y a deux ans auprès des lecteurs du *Journal*. Ces réactions ont été recueillies par la Société de l'étude des marchés de la Div. de l'information.

Voilà ce que nous augmen-
tations l'idée que nous augmen-
tations lors de la cam-
paigne de Central de 1979.
Peter Mix, président
du conseil d'administration
de la FAFSS.
Peter Sloan, directeur
général de la FAFSS.
■ ■ ■
«Varmals», par l'intermédiaire
de Scan, exprimer ma recon-
naissance envers tous les em-
ployés de la FAFSS.

1979) sa la p'ublique" (sout-
l'ont en 1979, après 15 ans, sur
une foule de choses à un grand
nombre d'employés de Statisti-
que Canada. L'augmentation
leur enthousiasme m'ont tou-
ché.
vous remerciez, ou, au
nom de l'Altilite à laquelle vous
avez aidé à apprendre à mes-
urer ainsi qu'en celui de sa
famille.

[illegible]

Hâtez-vous de remettre
vos dons à Centrale

au plus tôt, ce qui réduira le

Gestionnaires régionaux et chefs d'équipe de Centraal 1979

RECENSEMENT ET	John Hutton	5-9054
ENQUÊTES-MÉNAGES	Alfred Popineau	5-3126
GESTIONNAIRE RÉGIONAL	Sandra Himpel	2-4571
	J. Wythe	2-4441
	Ross Bradley	5-4588

96-0317	Lorraine Oldfield	5-9317
96-0318	INSTITUTIONS ET	5-9175
96-0319	AGRICULTURE	5-9298
96-0320	ED CURRIANT	5-9175
96-0321	John Burns	5-9175
96-0322	Marj Dean	5-9398
96-0323	Mary Desautler	5-9271
96-0324	Gaston Sukey	5-9381
96-0325	CHES D'OUPE	5-9682
96-0326	Rita Klieen	5-9381
96-0327	Peter Dudley	5-9414
96-0328	Chick Cuntels	5-9177
96-0329	Scott Murray	5-9177
96-0330	Diane Laveague	5-9414

3-7444	Jack Hughes	5-2754	Sam Boge
	CHERS D'EQUIPE	5-7619	Monique Thibaudau
5-9960	Al Lebeau	6-0635	Heather Stewart
	GESTIONNAIRE REGIONAL	5-1420	Brian Carpenter
	ET DE PROMOTION	3-7585	Pat Smith
	SERVICES DE DIFFUSION		CHERS D'EQUIPE
	Geordon Mudge	6-0751	Ray Villeneuve
5-4853			GESTIONNAIRE REGIONAL
5-0855	Bob Racine		GESTION CENTRALE
5-7808	Deirdre Gilson		

Michel Leduc	9-6751	Gilles Larocque	5-7805
STATISTIQUE ÉCONOMIQUE	8-8855	Jeanne Chénier	5-7406
Gold Fynn	5-5754	Nancy Park	5-9034
GESTIONNAIRES RÉGIONAUX	2-5018		
Chief Long	5-5731		
OEEF D'ÉQUIPE	0-471		
R.H.M. Watt	5-1101		
Madhu Joshi			
ET CHEF D'ÉQUIPE			
L'UNION DES POLITIQUES			
PLANIFICATION ET EVA-			

3-5-990	Charles Aron
3-5-197	Charles Brint
3-6-435	Lois Lebrun
3-6-030	Mike Longre
	CHEFS D'EQUIPE (P.T.)
5-9960	Lee Scott
3-5-334	Pauline Goss
3-6-323	D-1323
3-6-321	GESTIONNAIRES REGIONAUX
5-96-47	DES DONNEES
3-6-271	DES DONNEES ET MANAGEMENT
	Editha Leclair
	André Verville
	Guillaume Bouchard
	Penny Carrière
	Roger Ricard
	Eric van der Walt
	Bob Hauser
	John Frederick
	Million Ingalls
	Charles Aron

5-9960	John Corbin	5-0641	Lorraine Moskowitz
5-9960	Richard Eithier	6-7825	Claudette Bourque
5-9960	Walter Chowlaki (D.S.)	5-0849	J.G. Bailie
	CHERS D'EDUITE (D.S.)	3-0743	John Anville

Concept de gestion amélioré...



M. Peter Kirkham, Statistique Canada

nécessaire une réorganisation des tâches et des responsabilités dans laquelle celui-ci tend à l'adoption d'un mode de travail, l'on prononce par le statisticien en chef devant les principes fondamentaux de ce bureau afin d'expliquer les modes de gestion d'un grand nombre de nouveaux canaux de communication et de responsabilités.

(Suite à la page 2)

Un nouveau système de gestion

sorte qu'il était impossible de pallier les limitations de la charge de travail (en septembre, le volume de travail était contre nos prévisions doubles, par rapport à janvier). Cette spécialisation nous a permis de doubler de celui de la production de statistiques, tout en maintenant un bon niveau de service aux utilisateurs. Les statistiques produites ont été envoyées par avion à nos bureaux régionaux et nous avons pu répondre à nos engagements envers les utilisateurs. Cette spécialisation nous a permis de doubler de celui de la charge de travail (en septembre, le volume de travail était contre nos prévisions doubles, par rapport à janvier). Cette spécialisation nous a permis de doubler de celui de la production de statistiques, tout en maintenant un bon niveau de service aux utilisateurs. Les statistiques produites ont été envoyées par avion à nos bureaux régionaux et nous avons pu répondre à nos engagements envers les utilisateurs.

Avez-vous déjà imaginé que les statistiques produites par les bureaux régionaux de Statistique Canada soient envoyées par avion à nos bureaux régionaux et nous avons pu répondre à nos engagements envers les utilisateurs.

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Valiquette, chef de la section, Mike Valiquette, chef de la section des voyages internationaux.

Le chef de la Section des voyages internationaux, Mike Valiquette, examine un rapport avec le chef des opérations Vivian McCabe et le chef de la recherche, du développement et de l'analyse, Paul Paradis.



(Suite à la page 2)

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